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• **Vision** •

*In partnership
with all Missourians,
we create
safer communities
through a balanced
correctional system
of prison
and
community based
sanctions.*

Missouri Department of Corrections

Integrated Strategic Plan 2001

Vision

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Mission

The Department of Corrections with victims, communities and state and local governments improves public safety through humane confinement and effective community interventions. Through our cooperative efforts to provide effective correctional services, we hold offenders accountable for their behavior and prepare them to be productive citizens.

Our Values

- Keep the community safe from dangerous, violent and repeat offenders.
- Make offenders accountable for their unlawful conduct.
- Structure opportunities for victim restitution and community reparation.
- Utilize the field's best risk management and habilitation practices.
- Involve victims and their families.
- Involve the community.
- Ensure efficiency and quality in all correctional activities.
- Recognize department employees and volunteers are our agency's most valuable correctional resource.
- Adhere to professional principles.
- Address our customers' needs.

Professional Principles

We believe:

- That public trust is enhanced when staff abide by the laws and adhere to the highest level of ethical and moral behavior;
- In the continuous pursuit of organizational excellence;
- That all persons should be treated respectfully, fairly, honestly, and with dignity;
- In the empowerment of all staff to perform their job responsibly;
- That our actions affect the safety and security of everyone;
- In the power of team work;
- That all individuals must be accountable for their actions;
- In the effectiveness and the opportunities realized by having a diverse work force at all levels;
- That effective and open communication at all levels is essential;
- In the continuous development of staff.

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Integrated Strategic Plan • Executive Summary



DORA B. SCHRIRO, Ed.D.
DIRECTOR
MISSOURI DEPARTMENT OF CORRECTIONS

The Missouri Department of Corrections is a law enforcement agency dedicated to the public safety of all Missourians. Our mission is to protect the public, prize our staff and hold offenders accountable to conduct themselves as civil and productive members of our community. The Department employs strategic planning to enable us to better fulfill this mission, promote continuous improvement, and achieve excellence in service at all levels of the organization.

*The Missouri Department
of Corrections is a law
enforcement agency
dedicated to the public
safety of all Missourians.*

The Department of Corrections Integrated Strategic Plan 2001 directs Department actions to the challenges and opportunities presented by the major correctional issues facing Missouri. It provides clarity of direction, clarity of structure and clarity of measurement. The Strategic Plan is the basis for Department programming and allocation of state resources. It also establishes a standard for measuring our progress toward the accomplishment of goals, objectives and strategies. The four critical issues addressed in the strategic plan shape the Department's future and have overarching significance for Missouri citizens.

Strategic Issue 1 Spaces & Places

Strategic Issue One: Offender Population

Missouri continues to experience growth in its offender population. The FY 1998 year-end caseload of 82,845 offenders represents a six percent increase over the previous 12 months. The Department roster now exceeds 90,000 offenders. Effective management and responsive supervision of this growing population requires that we meet three significant challenges:

- Creating capacity for services and supervision commensurate with population demographics.
- Managing existing capacity efficiently and effectively.
- Timely, accurate assessment of offender risk and needs.

Strategic Issue 2

Parallel Universe

Strategic Issue Two: Parallel Universe

On July 1, 1999, there were 25,339 felons incarcerated in the Missouri Department of Corrections. Of this number only 611 (2.4 percent) are sentenced to life or death. The rest, more than 97 percent, will be released from prison at some point in time. To effect the longest lasting public safety, offenders must be prepared for this eventuality to avoid relapse, revocation and recidivism. The Department's approach to correctional management, Parallel Universe, is a value driven process that places on offenders to the greatest extent possible the same requirements and expectations for a productive life as are placed on all other Missourians.

Strategic Issue 3

Restorative Justice

Strategic Issue Three: Restorative Practices

Crime is a violation of people and relationships. These violations create obligations to make things right. Restorative Justice practices involve the victim, the offender and the community in a

search for solutions that promote repair and reconciliation. The practices focus on the harmful effects of offenders' criminal conduct and actively involve victims, communities and offenders in activities that repair the harm done by the offender. The implementation of restorative practices contributes to improved public safety through increased public confidence and greater participation in the criminal justice process.

Strategic Issue 4

Workforce, Customer Service & Continuous Improvement

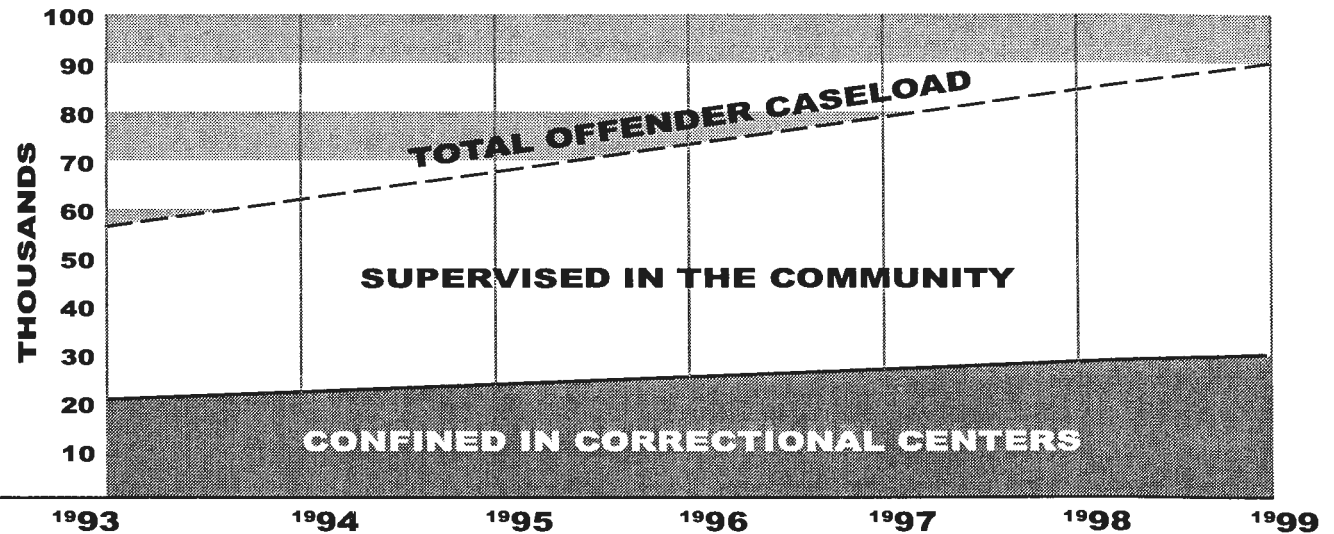
Strategic Issue Four: Continuous Improvement

Managing offender population growth, preparing offenders for return to society and involving the community in restorative practices require the Department to continuously improve.

Essential to continuous improvement is a highly professional, diverse and committed workforce. Continuous improvement requires that the Department, through its strategic planning process, foster a customer-centered culture. Striving for excellence in all actions is predicated on keeping the focus of all corrections operations on our constituents.

Spaces & Places

**GROWTH TREND IN
TOTAL
OFFENDER
CASELOAD
FY 93 to FY 99**



Strategic Issue 1

The Challenge: Sufficient capacity for offenders to be humanely confined in a correctional facility and effectively supervised in the community.

The Challenge: Strategic Issue 1

Sufficient capacity for offenders to be humanely confined in a correctional facility and effectively supervised in the community.

Missouri continues to experience a growing offender population. The FY 1998 year-end caseload of 82,845 offenders represents a six percent increase over the previous 12 months. Effective management and responsive supervision of this growing population requires that we meet three significant challenges:

- Creating capacity for services and supervision commensurate with offender population demographics.
- Managing existing capacity efficiently and effectively.
- Timely, accurate assessment of offender risk and needs.

Anticipating future institutional and community supervision shortfalls necessitates the timely creation of correctional capacity. Projecting offender population changes requires a combination of short-range forecasting, based on changes in growth patterns in specific populations over the previous twelve months, and long-term projections based on an analysis of sustained trends. Short-range projections reflect recent dynamics in offender demographics. These projections are used to develop budget requests and anticipate the need for rapid adjustment to specific program capacities. Long-range forecasts reflect sustained trends in crimes and court sentencing practices. These forecasts produce a more reliable estimate of growth over an extended period of future time. Long-range forecasts are used to create future capacity requiring extended implementation periods, such as the construction of new prisons or the statewide activation of new programs.

The effective and efficient use of existing capacity requires continuous management of facilities and staff.

We manage by

- converting and adapting space
- assessing offender risk and needs
- lowering relapse, recidivism and revocations
- diverting criminals from incarceration through early intervention and local correctional alternatives.

To ensure the optimal management of the offender population, the Department assesses the needs as well as the risks associated with each offender regardless of the presenting offense. Timely and accurate assessment ensures offenders are placed in the most effective correctional environment to keep the public safe and to address the offenders supervision and treatment needs.

These challenges are met through a partnership with the Department's constituents which include other decision makers in criminal justice, the legislature, plus stakeholders, victims and the friends and families of victims and offenders alike.

The Goal

To make Missouri a safer place for its citizens to live and work.

The Outcome

Less crime committed by offenders under the supervision of the Department of Corrections and fewer offenders returning to the Department because of relapses, revocations and recidivism.

The **Measures** of progress are:

- Missouri crime rates
- Revocation rates, and
- Recidivism rates.

Objectives & Strategies

Objective 1

To maintain safe, secure, humane and constitutional confinement of inmates supervised by the Department.

The Department measures accomplishment of this objective by

- the *number of successful inmate lawsuits*
- the *results of investigations, audits and grievances*, and
- the *number of escapes*.
- the *number of untimely deaths*.

Strategy: Maintain adequate number and type of secure prison beds for offenders sentenced to incarceration meeting constitutional conditions of confinement.

- Match the number of prison beds with the inmate population growth by custody level and specialty beds.
- Manage and maintain current prison bed capacity through optimal use of space and resources.

The Department measures the success of the strategy by:

- Comparing prison capacity to design capacity.
- Reduction in the number of non-permanent bed-spaces (tents, dayrooms and gymnasiums) used for housing.
- The number of institutions with court-ordered population limits.
- The number of prison construction projects completed on schedule.

Objective 2

Reduce crimes committed by offenders supervised by the Department in the community.

Community supervision is important in offender management because it:

- Holds the offender accountable for law-abiding behavior
- Provides intervention in factors that produce criminal behavior including
 - substance abuse
 - unemployment and
 - lack of education
- Establishes missing connection with the community
- Reduces the likelihood of a new crime and a commitment to prison
- Links local jurisdictions with the Department to manage and retain responsibility for offenders
- Promotes placement in the most appropriate level of supervision for offenders.

The Department measures accomplishment of this objective by

- the *number of offenders under community supervision revoked for technical violations compared to those revoked for new violations of the law* and
- the *number of offenders under community supervision revoked and sent to prison.*

Strategy: Maintain adequate number of community supervision resources for offenders sentenced by the court or released by the Missouri Board of Probation and Parole to be supervised in the community.

- Optimize use of community supervision resources.
- Ensure community supervision program capacity and resources match the expected growth in caseload.

The Department measures the success of the strategy by:

- The percent of offenders who successfully complete community supervision on their original scheduled end date.
- The revocation rate for probationers
 - technical violations
 - new law violations.
- The revocation rate for offenders returned to the community from prison under supervision.
- The number of programs and services available proportionate to the number of offenders with needs in the community.
- The number of local agencies involved in partnership programs and services for offenders in the community.
- Number of offenders working full-time.
- Average salary of offenders working in the community.

Objective 3 Place offenders in the appropriate level of supervision consistent with their risk to re-offend and their need for treatment.

The Department measures accomplishment of this objective by

- the *number of community supervision spaces available compared to community caseloads*
- the *number of assessments* and
- the *average waiting time for treatment.*

Offender assessment is important because:

- *It assigns the offender to the appropriate level of supervision at the appropriate time*
- *It provides staff with needed information about the offender*
- *It provides information that allows for better management of the offender's potential to commit a new crime*
- *Assessment information provides a basis for strategic decisions such as:*
 - *Population trends*
 - *Program effectiveness*
 - *Effective allocation/redirection of existing resources*
 - *Need for additional resources*

Strategy:

Continuous improvement of the availability and efficiency of offender assessments to include public risk, medical/mental health, educational, treatment and employability to reduce the risk of committing new crimes.

- Develop a uniform, continuous process for assessing offender risks and needs.
- Decentralize the reception, diagnostic and assignment process for offenders sentenced to prison and institutional treatment centers.

The Department measures the success of the strategy by:

- The length of time between case opening and completion of the initial assessment for offenders under community supervision.
- The length of time between reception at a diagnostic center and transfer to an institution.
- The completion of reclassification assessments based on established schedules during incarceration.

Additional information concerning ongoing and planned actions relevant to these strategies can be found on pages 31 through 33 of the Appendix.

Parallel Universe

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Strategic Issue 2

The Challenge: Preparing offenders to live in society as law-abiding citizens by creating a correctional environment that parallels the responsibilities and rewards of free society.

The Challenge: Strategic Issue 2

Preparing offenders to live in society as law-abiding citizens by creating a correctional environment that parallels the responsibilities and rewards of free society.

On July 1, 1999, there were 25,339 felons incarcerated in the Missouri Department of Corrections. Of this number only 611 (2.4 percent) are sentenced to life or death. The rest, more than 97 percent, will be released from prison at some point in time. To effect the longest lasting public safety, offenders must be prepared for this eventuality to avoid relapse, revocation and recidivism. The Department's approach to correctional management, Parallel Universe, is a value driven process that places on offenders to the greatest extent possible the same requirements and expectations for a productive life as are placed on other Missourians.

Traditional correctional management techniques produce a system in which offenders are severed from society and its social relationships, and limit their opportunities to practice good decision making and to be accountable. It is in the public's best interest to modify traditional correctional management techniques if it will reduce the likelihood of relapse, revocation and recidivism.

Through the Parallel Universe approach to correctional management, the Missouri Department of Corrections attempts to reconcile community expectations and offender attitudes by developing practical alternatives—while they are still under our authority—that will not contravene essential security standards now and will enhance the public's safety later, after their release. The principles of Parallel Universe are value driven and are founded on limited personal choice and individual accountability.

Parallel Universe reflects **four sets of expectations and opportunities** for offenders:

- One:** to be actively engaged on a full-time basis in work and other productive activities and to use leisure time wisely (*employment/productivity*)
- Two:** to remain sober and abstain from unauthorized activities including sexual misconduct and the consumption of drugs and alcohol and by replacing criminogenic thinking with relapse prevention (*treatment*)
- Three:** to achieve literacy and to acquire a GED (*education/literacy*)
- Four:** to improve status by civil behavior and adherence to the Department's rules and regulations (*civility/law-abiding*)

Throughout these four sets of expectations and opportunities, offenders learn to make choices and be *accountable* for the choices made.

The Parallel Universe challenge requires the Department of Corrections to provide a correctional environment in which offender employability, literacy, sobriety and civil conduct are addressed. Since the Department began to implement practices based on the Parallel Universe philosophy in 1993, the rate of offenders released from prison and returned on a new conviction has steadily decreased—from one in three, to one in five felons.

This Strategic Issue engages the entire Department in seeking innovative ways in which to create a more Parallel Universe.

The Goal

To enhance public safety by ensuring that offenders have the life skills to become civil, sober, productive and law-abiding members of society upon release from supervision.

The Outcome

Safer Missourians by releasing offenders who meet employment, educational and behavioral expectations of Missouri communities.

The **Show Me Measures** of success are:

- Missouri crime rates
- Percentage of Missourians 18 to 21 with a high school diploma or GED
- Number of alcohol and drug related deaths
- Revocation rates, and
- Recidivism rates.

Objective & Strategies

Objective

To instill values of personal choice and individual accountability through full-time employment, education and treatment plus the wise use of leisure time to promote law-abiding behavior that will result in a reduction of relapse, revocation and recidivism.

The Department measures accomplishment of this objective by

- the number of offenders under community supervision revoked for technical violations compared to those revoked for new violations of the law and
- the number of offenders under community supervision revoked and sent to prison.

Employment Strategy:

Maintain employment opportunities for all incarcerated offenders and facilitate full-time employment for all offenders under community supervision.

- Require all offenders to work and participate in work skills improvement programs.
- The GED is a prerequisite for “premium-pay” work assignments.
- Partner with education, business and industry to introduce offenders under community supervision to employment and education expectations and opportunities.
- Institute workforce readiness activities, throughout the time under supervision in the institutions

Employment of offenders is important because:

- *It parallels the expectations of free society*
- *Unemployment is related to criminal behavior in prisons and communities*
- *It provides offenders with funds to make restitution to victims*
- *Productive work habits are learned through experience.*

Offenders earning a high school diploma or GED is important because:

- *Society is literate and its citizens must be literate to succeed.*
- *Criminal behavior is associated with educational deficits.*
- *Educational deficits are associated with unemployment.*
- *House Bill 424 mandates (after January 1, 2001) that all nonexempt inmates must possess a high school diploma or GED prior to parole consideration.*

Completion of appropriate treatment programming is important because:

- *Untreated addictions produce failure under supervision and crime in the community.*
- *Untreated sex offenders are more likely to commit new crimes.*
- *Untreated medical conditions can affect the public's health overall.*
- *Untreated mental illness can result in revocation and recidivism in institutions and the community.*

Education Strategy:

The Department monitors the progress based on:

- Percent of all offenders employed in skilled and semiskilled positions and their rates of hourly pay.
- Percent of offenders with no marketable skill assigned to vocational/technical preparation courses.
- Percent of offenders engaged in community service activities.
- Ratio of service oriented work slots.

Maintain sufficient educational resources for offenders who lack a high school diploma or GED in institutions and under community supervision.

- Require every adult offender who has not obtained a high school diploma or GED to attend school on a part time basis and to successfully complete an adult basic education course and GED preparation class.
- Require certified juvenile offenders to attend school on a full-time basis.
- Ensure that inmates under the age of 21 who are eligible to attend public school and require special education assistance receive additional, specialized instruction.

The Department monitors the progress based on:

- Number of offenders enrolled in academic GED-preparatory education programs.
- Average incremental increase in individual education levels.
- The number of offenders who earn GED.
- Utilization rate of institutional capacity.

Treatment Strategy:

Maintain appropriate treatment programs for offenders with drug-related offenses and substance abuse histories, sexual assault/abuse offenses and medical/mental health disorders.

- Offenders are assessed for their need for treatment for substance abuse, sex offenses and mental health problems using targeted assessment instruments.
- Offenders are referred to the treatment programs designed to address their assessed need. Offenders with an acute need for drug education are assigned to substance abuse education classes. Offenders with a chronic addiction require long term treatment and are assigned to appropriate treatment programs. Convicted sex offenders are assigned to sex offender programs that must be completed by the offender prior to release on parole. Offenders with mental health problems are assigned to mental health treatment programs.
- Following the completion of these treatment programs, relapse prevention for these offenders begins. Relapse prevention is ongoing and never ends. The Department continuously checks for compliance utilizing a variety of traditional measures including urinalysis for substance abusers and lie detector tests for sex offenders.

The Department monitors the progress based on:

- Percentage of offenders in need who are currently in treatment programs.
- Percentage of offenders who successfully complete treatment programs.
- Percentage of offenders who completed treatment programs who have avoided reoffending.
- Percentage of offenders participating in self-help programs.
- Number of family members or significant others involved in treatment/support.

Additional information concerning ongoing and planned actions relevant to these strategies can be found on pages 34 through 39 of the Appendix.

Restorative Justice

REVISED 11/23/1999

Strategic Issue 3

The Challenge: Involving individuals and communities in partnerships and restorative justice practices.

The Challenge: Strategic Issue 3

Involving individuals and communities in partnerships and restorative justice practices.

Crime is a violation of people and relationships. These violations create obligations to make things right. Restorative Justice practices involve the victim, the offender and the community in a search for solutions that promote repair, reconciliation and reassurance. The practices focus on the harmful effects of offenders' criminal conduct and actively involve victims, communities and offenders in activities that repair the harm done by the offender. The implementation of restorative practices contributes to improved public safety through increased public confidence and greater participation in the criminal justice process.

Restorative Justice is compatible with the Parallel Universe philosophy in that both advocate accountability and reparation. People are held accountable for their mistakes and are expected to rectify them with the person or persons affected. Missourians victimized by crime want offenders to be accountable for their criminal behavior and they want more inclusion in the criminal justice process. Critical to the Department's success in implementing restorative justice practices are its partnerships with stakeholders including victims, communities, offenders and their families. This means the Department must provide victims and communities with opportunities to increase their involvement in the criminal justice process.

The Goal

To involve victims, offenders, offenders' families and communities in restorative practices that

- acknowledge the harm to victims and communities
- hold offenders accountable for their criminal conduct, and
- provide the offender with opportunities to make reparation to victims and communities.

The Outcome

Improved public safety through increased public confidence and participation in the criminal justice process.

The **Measures** of success are:

- Missouri crime rates
- Revocation rates, and
- Recidivism rates.

Objective & Strategies

Expand Restorative Justice programs and activities designed to achieve reparation throughout the Department of Corrections.

The Department measures accomplishment of this objective by

- Ensuring availability of the three core restorative justice practices of victim-offender mediation, impact of crime on victim classes and reparation boards in DAI facilities and P&P districts.

Strategies:

- Develop and coordinate a training program to educate all key stakeholders in restorative justice concepts.
- Evaluate and expand current programs for both staff and offenders to reflect restorative justice philosophy.
- Provide victims, offenders, offender families and communities with opportunities to participate in the process by implementing restorative justice core practices including
 - (1) impact of crime classes
 - (2) victim/offender mediation
 - (3) reparation boards in Probation and Parole districts
 - (4) restorative activities for inmates who are eligible.

Additional information concerning ongoing and planned actions relevant to these strategies can be found on page 40 of the Appendix.



Workforce, Customer Service & Continuous Improvement

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Strategic Issue 4

The Challenge: Improving public safety by providing effective correctional services.

The Challenge: Strategic Issue 4

Improving public safety by providing effective correctional services.

Managing offender population growth, preparing offenders for return to society and involving the community in restorative practices require the Department to continuously improve.

Essential to continuous improvement is a highly professional, diverse and committed workforce. Continuous improvement requires that the Department, through its strategic planning process, foster a customer-centered culture. Striving for excellence in all actions is predicated on keeping the focus of all corrections operations on our constituents.

Department of Corrections staff is essential in providing improved public safety. Offender population growth challenges the Department to continue to recruit and retain sufficient staff, ensure their physical safety in the workplace and provide opportunities for their professional development and their career advancement within the Department.

All correctional programs and associated actions are customer-oriented. Their success is measured in terms of the constituents they serve. Customer service is the basis for all Department programs and operations. The constituencies the Department directly serves are

- the general public, citizens and taxpayers alike
- victims, their families and friends
- offenders, their families and friends, and
- Department of Corrections employees and volunteers.

To provide our constituencies with effective correctional operations, the information systems must be in place that provide timely and accurate information. The Department must continue to evaluate and improve its correctional operations to ensure that it provides the appropriate products and services to those customers who need them and derive benefit from them.

The Goal

A professional and competent workforce that provides expert correctional services to its customers.

The Outcome

Improved safety of Missouri citizens.

The **Measures** of progress are:

- Missouri crime rates
- Revocation rates, and
- Recidivism rates.

Objectives & Strategies

Objective 1 Employ, train, retain and increase the job satisfaction of a professional and competent workforce that effectively manages offenders under the Department's supervision.

The Department measures accomplishment of this objective by

- ensuring that the *ratios of diversity of Department staff in entry-level and supervisory/upper management positions reflects the diversity ratios of Missourians*
- increasing the *number of women and people of color earning annual salaries of more than \$40,000*
- increasing the *employee retention rate of staff with 5, 10, 15 and more years of service*, and
- decreasing the *number of employee injuries*.

Strategy: **Recruit, employ, promote and retain sufficient numbers of qualified staff annually whose diversity reflects Missouri citizens to meet the Department's present and future operational needs.**

The Department measures the success of this strategy by:

- The number of females and people of color hired.
- Percent of female and people of color staff.
- Percent of employees promoted within the Department.
- Percent of promotions filled by females and people of color.
- Retention rate.

Strategy: **Sustain quality staff performance by improving the worksite conditions and stressing safe practices.**

The Department measures the success of this strategy by:

- The rate of injuries.
- The rate of accidents.
- The lost workday rate.
- The TB infection rate.
- The number of occupational Hepatitis A infections.
- The number of occupational Hepatitis B infections.
- The number of occupational Hepatitis C infections.
- The number of workplace violence incidents.

Strategy: Develop and conduct effective training that prepares staff for effective offender management and meets the needs of a diverse workforce.

The Department measures the success of this strategy by:

- Percent of new staff receiving pre-service training.
- Percent of tenured staff receiving in-service training.
- Percent of supervisors receiving training.

Objective 2 Improve the quality, availability and value of information and information technology services.

The Department measures accomplishment of this objective by

- The *percent of computerized information meeting established quality objectives.*
- The *percent of published departmental information available and collected electronically.*
- The *number of staff trained in the use of Department computer systems.*
- The *number of staff with access to computerized information.*
- The *percent of staff with direct access to computer systems and information.*
- The *percent of support requests resolved.*
- The *percent of approved and prioritized application requests completed.*

Strategy: Ensure that information systems and resources exist that provide the Department and its customers with relevant, accurate and timely information.

Strategy: Ensure that information systems infrastructure resources including processes, organization and technology are available to support the delivery of information needs.

Strategy: Establish information-sharing partnerships to enable the effective exchange of necessary information within the Department, with other state and criminal justice agencies and with constituents and stakeholders.

Objective 3 Achieve excellence in state service by instilling a customer-focused culture at all levels of the Department.

The Department measures accomplishment of this objective by

Customer-focused operations are important because:

- *We work smarter, not necessarily harder.*
- *We focus on continuous quality improvement.*
- *We develop a customer-focused culture amongst staff who realize that they are an integral part of the Department's customer service.*
- *We improve upon performance and provide a positive perception of the Department and the Department's mission.*
- *We continually assess programs and operations in terms of customer satisfaction.*

- *random surveys and questionnaires.*
- *the number of specific customer contacts.*
- *evaluation of the end products, services and programs.*

Strategy: Maintain a departmental customer service committee to serve as a resource to all units within the Department.

Strategy: Instill customer focus as a primary element of all departmental operations and programs by assisting with the development, monitoring and modifications of the strategic plan.

Strategy: Promote appropriate satisfaction evaluations to assist in continuous quality improvement.

Strategy: Survey other states and Missouri agencies for best practices and then apply those best practices to departmental operations.

Objective 4 Maintain continuous improvement processes throughout the Department.

The Department measures accomplishment of this objective by

- *the percent of Department programs with ongoing evaluations.*
- *the number of programs with cost benefit analysis completed.*
- *the number of program performance evaluations in place.*

Strategy: Improve annually the results of Department programs and services through cost benefit analysis and program evaluation.

The Department measures the success of this strategy by:

- An increase in programs funded through detail-based programming.

Strategy: Maintain regular progress reporting for strategic plan initiatives and other departmental activities.

The Department measures the success of this strategy by:

- Recurring assessment of successful progress of all objectives and associated strategies.

Additional information concerning ongoing and planned actions relevant to these strategies can be found on pages 41 through 44 of the Appendix.

Appendix

The detail provided in the Appendix describes how the Department of Corrections approaches the Strategic Objectives in its actions—programmatically and operationally.

The detail is arranged by Strategic Issue and relates directly to objectives set forth in the Issue section of this document. For your convenience, challenges and issue summaries are restated in the respective appendices.

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The Challenge: Strategic Issue 1

Sufficient capacity for offenders to be humanely confined in a correctional facility and effectively supervised in the community.

Missouri continues to experience a growing offender population. The FY 1998 year-end caseload of 82,845 offenders represents a six percent increase over the previous 12 months. The Department roster now exceeds 90,000 offenders. Effective management and responsive supervision of this growing population requires that we meet three significant challenges:

- Creating capacity for services and supervision commensurate with offender population demographics
- Managing existing capacity efficiently and effectively.
- Timely, accurate assessment of offender risk and needs.

This table provides a picture of how the Department accomplishes the strategies associated with maintaining secure, humane confinement of Missouri inmates.

PRISON BED CAPACITY with INMATE POPULATION and PROJECTED GROWTH

ONGOING...

- By assessing the requirement for secure beds by custody level, offender need and gender on an annual basis.
- By maintaining accurate population forecasting methods.
- By operating preventive maintenance programs at each institution to maintain safe conditions.
- By using the Department's maintenance and repair funding to correct minor structural and equipment defects before they become major.
- By using capital improvement funding to address major structural deficiencies and construction needs.
- By using computer-based facility management systems at all institutions.

PLANNED...

- Construction of three new facilities:

South Central Correctional Center (Licking), 1500 beds for male inmates. Target completion is March 2000.

Men's Eastern Reception, Diagnostic and Correctional Center (Bonne Terre), 2684 beds for male inmates. Target completion is April 2001.

Southeast Correctional Center (Charleston), 1500 beds for male inmates. Target completion is May 2001.

- Replace Jefferson City Correctional Center. Target completion is July 2002.
- Fulton Reception and Diagnostic Center, 192 additional beds for male inmates. Target completion is December 1999.

MISSOURI PROJECTED INSTITUTIONAL POPULATION and CAPACITY

	Capacity	Population*
June 2001	31,680	27,808
June 2003	33,136	30,273
June 2009	33,136	37,666

* Projection based on adjusted 10-year growth trend of 3.4 inmates per day

Community Supervision is effective:

- The Intensive Supervision Program improved outcomes of high-need, high-risk offenders and **diverted** approximately **250 offenders from prison** during the first seven months of FY99.
- The average daily cost to supervise an offender in the community in FY98 was **\$2.84 compared to \$34.88** per day in prison.

The table below presents ongoing and planned actions associated with reducing crimes committed by offenders supervised by the Department in the community.

HOW the DEPARTMENT MAKES EFFECTIVE USE of COMMUNITY RESOURCES

ONGOING...

- By assessing offenders for supervision in the community to determine
 - Risk of re-offense
 - Impact of the offense on the victim and community to assess restitution
 - Level of supervision appropriate to address offender's criminal behavior.
- By supervising offenders assigned to probation, parole and conditional release to
 - Develop compliance and treatment plans with the offender
 - Ensure the offender's compliance with conditions of supervision
 - Maintain contacts with the offender, the offender's family and the community
 - Identify and develop community resources needed for the offender's success
 - Sustain Corrections' link to Caring Communities.
- By partnering with other state and local criminal justice agencies to increase adequate resources available to manage offenders by
 - Operating Community Release Centers for offenders returning to the community

- Contracting for Residential Treatment Facilities in the community
- Contracting with Division of Employment Security to improve employability of offenders
- Operating the following through Local Sentencing Initiatives:
 - Day Report Centers
 - Local Drug Courts
 - Local intermittent and shock confinement programs
 - Required Educational Assessment and Community Treatment (REACT)
- Operating the 24-hour Command Center to locate absconders.

PLANNED...

- Full utilization of Local Sentencing Initiatives
- Evaluation of the effectiveness of pilot projects based on case management and cognitive restructuring therapy in improving the success of offenders on parole or conditional release.
- Development of community-based alternatives to 120-day and 180-day shock incarceration programs that are shorter in duration.

- Development of additional strategies for offenders who commit technical violations that avoid revocation of parole or probation and that emphasize swift and certain local sanctions.
- Enhancement of availability of services and programs for community supervised offenders by developing partnerships with other state and local agencies based on restorative justice principles.
- Identification and utilization of local community resources within the Intensive Supervision program that will help reduce the number of offenders who commit new crimes.
- Envisioning and redesigning methods for managing offenders in the community with greater local involvement and creation of local sites where multiple sanctions and services can be delivered.
- Increasing the courts' utilization of alternative sentencing guidelines recommended by the Sentencing Advisory Commission.
- Exploring development of expanded programs specifically linked to Caring Communities.

This table lists ongoing and planned activities to place offenders in the appropriate level of supervision consistent with their risk to re-offend and their need for treatment.

**MISSOURI OFFENDER
POPULATION
GROWTH RATE**

FY 1993	3.4%
FY 1994	4.96%
FY 1995	7.58%
FY 1996	5.17%
FY 1997	9.57%
FY 1998	10.49%
FY 1999	3.88%

**HOW the DEPARTMENT IMPROVES
THE AVAILABILITY and EFFICIENCY of OFFENDER ASSESSMENTS**

ONGOING...

- By completing required assessments and minimizing the time period between the assessment of offenders and assignments to the most appropriate level of supervision.
- By improving access to the offender information data system (OPII) through use of the Information Quality Task Force.
- By continuing to refine existing assessment systems (by division) that:
 - Avoid duplication of process
 - Ensure best practices are used throughout the agency
 - Ensure all critical offender information is reported and available consistently
 - Continuously update substance abuse services inventory to include:
 - Department of Mental Health contacts
 - REACT certified providers
 - Institutional Treatment Center service providers

PLANNED...

- Completion and operation of regional intake and diagnostic centers.
- Improved utilization of institutional treatment centers through:
 - Implementation of substance abuse classification system
 - Implementation of a more comprehensive "booking system"
- Increase understanding of assessment-based offender assignments by working with:
 - State and local law enforcement agencies
 - Communities
 - General Assembly.
- Conduct a system-wide assessment of mental health services available to offenders.

The Challenge: Strategic Issue 2

Preparing offenders to live in society as law-abiding citizens by creating a correctional environment that parallels the responsibilities and rewards of free society.

On July 1, 1999, there were 25,339 felons incarcerated in the Missouri Department of Corrections. Of this number only 611 (2.4 percent) are sentenced to life or death. The rest, more than 97 percent, will be released from prison at some point in time. To effect the longest lasting public safety, offenders must be prepared for this eventuality to avoid relapse, revocation and recidivism. The Department's approach to correctional management, Parallel Universe, is a value driven process that places on offenders to the greatest extent possible the same requirements and expectations for a productive life as are placed on all other Missourians.

This table describes Department actions that address offenders employment skills in preparation for their return to society.

HOW the DEPARTMENT IMPLEMENTS EMPLOYMENT and PRODUCTIVE WORK ASSIGNMENTS

Division of Adult Institutions

ONGOING...

- Develop Parallel Universe in all facilities.
- By maintaining the parallel universe offender management prototype system developed at the Western Reception and Diagnostic Correctional Center and expanding and customizing the prototype system to new and existing facilities.
- By assigning all general population inmates to work and program activities a minimum of 30 hours per week.

PLANNED...

- In cooperation with the Divisions of Offender Rehabilitative Services and Probation & Parole, institute an individual pre-release program at each institution that includes:
 - work readiness
 - vocational aptitude
 - life skills
 - cognitive restructuring
 - career objectives
 - release readiness.

Division of Offender Rehabilitative Services

ONGOING...

- By securing contracts for the Computers for Schools Program at the Northeast Correctional Center.
- By continuously evaluating industry trends, training delivery mechanisms, staff training, offender competency levels and employment opportunities available.

PLANNED...

- Provision of a comprehensive training program based on a thorough pre-release plan that will prepare offenders to secure meaningful employment upon release.
- By developing workforce readiness programming.
- By identifying short-term (six to eight week) technical or preparatory training programs that will provide basic and transferrable skills in careers or trades projected to be in demand for the next five years.
- By incorporating workforce readiness, technical or preparatory training programs into the department's Parallel Universe concept.
- By developing cooperative opportunities with state agencies to assist offenders in the process of reintegrating into free society.
- By expanding MVE operations to include skilled production factories at planned institutions in Licking, Charleston and Bonne Terre.
- By increasing the percentage of employment of general population inmates by Missouri Vocational Enterprises in skilled production factories located in 12 institutions.
- By presenting a comprehensive employment and employability training program and resources to all offenders.
- By identifying existing employment opportunities and employment projections for two calendar years.
- By identifying industry-specific skills required of entry level workers to ensure that training provides required competencies for employability.

- By establishing a statewide council to address employment barriers to offenders.
- By institutionalizing a continuous process of training and improvement for vocational staff.

Probation & Parole

ONGOING...

- Ensure offenders remained employed through
 - individual counseling
 - worksite visits
 - contact with employers
 - review offender pay stubs
 - interagency agreements with Employment Security
- Assisting offenders in locating work skill improvement opportunities
 - referrals to area vocational schools
 - referrals to area vocational rehabilitation centers

PLANNED...

- Implementation of performance-based interagency agreements with Employment Security
- Increase amount of time offender retains employment
- Assessment of skill level and referral to appropriate training
- Evaluation of outcome of referrals to vocational training

This table outlines strategic educational activities that enhance offender education levels in preparation for their return to society.

HOW the DEPARTMENT IMPROVES the EDUCATION LEVEL of OFFENDERS

Division of Adult Institutions

ONGOING...

- All current institutions maintain adequate classroom and library space for inmates assigned to the facility.
- All current institutions provide security for the classroom and library areas.
- All inmates assessed with an educational deficit are assigned to appropriate educational programs.

PLANNED...

- All new institutions will contain adequate classroom and library space for assigned inmates.
- All new institutions will have security staff assigned to the classroom and library areas.
- Inmates achieving educational goals will be assigned vocational education expeditiously.

Division of Offender Rehabilitative Services

ONGOING...

Through outsourcing, interagency agreements and direct service provide sufficient numbers of qualified educators to conduct the following institutional programs for inmates at existing facilities:

- Literacy Program
- Special Education Program
- Daytime Adult Basic Education Program
- Nighttime Adult Basic Education Program

- Through interagency agreement with Division of Youth Services provide educational/life skills program to the under 17 year old population at Northeast Correctional Center and Women's Eastern Reception, Diagnostic and Correctional Center.

PLANNED...

Through outsourcing, interagency agreements or with Department employees provide sufficient numbers of qualified educators to conduct the following institutional programs for inmates at planned facilities:

- Literacy Program
- Special Education Program
- Daytime Adult Basic Education Program
- Nighttime Adult Basic Education Program
- Interagency agreement for youthful offenders under 17 years of age operated by the Division of Youth Services including academic education services
- Through use of federal grant funds, contracts for a post-secondary educational opportunity for youthful offenders at the correctional centers in Boonville and Vandalia, MO.

Probation & Parole

ONGOING...

- Assess educational level of the offenders at the time of case opening
- Refer those offenders who do not possess a high school diploma or GED to appropriate community resources.

This table outlines strategic actions addressing treatment of offender substance abuse that leads to criminal behavior.

HOW the DEPARTMENT DELIVERS OFFENDER SUBSTANCE ABUSE TREATMENT ONGOING...

The Department has established eight distinct components for the delivery of comprehensive substance abuse assessment, treatment and relapse prevention programs to offenders.

Assessment

The Multi-Dimensional Addiction and Personality Profile (MAPP) has been adopted as the standard assessment instrument used to determine an offender's risk of substance abusing behavior and relapse potential.

- MAPP is administered to all offenders at time of intake in a Department facility or upon assignment to supervision in the community

Substance Education

- Based on MAPP assessment identified offenders receive substance abuse education programming within six months of assignment.

Treatment

Treatment programs are delivered in institutions, institutional treatment centers and in the community by department staff or contract providers.

AfterCare and Support Services

Offenders completing institutional treatment programs are referred to a variety of recognized "self-help" programs such as Alcoholics Anonymous and Narcotics Anonymous both in the institutions and the community.

Information Sharing and Service Coordination

Through the Department's Area Treatment Coordinators and the common OPII database, education and treatment information on offenders is shared to ensure offenders requiring continuing services after discharge from the Department are

not missed. Duplication of services is avoided resulting in more efficient use of Department and other state and community resources.

Substance Abuse Surveillance

The Department uses state and federal funds to conduct random and target testing of offenders.

• **In Institutions**

–12% of the inmate population is randomly tested for substance abuse through urinalysis

–10% of inmates suspected of substance abuse, based on staff observations, canine unit searches or because they are assigned to work release programs outside institutions, are targeted for tests each month.

• **In the Community**

–8% of offenders under supervision in the community are random- and target-urinalysis tested to deter substance abuse.

Quality Assurance, Research and Evaluation

The Department compiles information on each offender assigned to programs in a common database. Program effectiveness is determined based on the offender's progress following program completion and the cost of providing the program service. The common database provides the basic information needed to conduct more in-depth independent research on offender and program variables.

Relapse Management

Related to aftercare services, offenders are provided instruction in techniques useful in avoiding situations and conditions that lead to relapse.

This table describes the Department's programs designed to treat sex offenders and reduce the likelihood that they will be repeat offenders.

HOW the DEPARTMENT DELIVERS SEX OFFENDER TREATMENT

ONGOING...

Offenders sentenced to prison for sexual assault and sexually violent crimes are required by state law to successfully complete treatment prior to parole consideration. Offenders whose offense histories include evidence of criminal sexual behavior can be stipulated by the Missouri Parole Board to complete treatment prior to release on parole.

The Department of Corrections operates the **Missouri Sexual Offender Program (MoSOP)** to provide the required treatment program for these offenders at institutions in **Farmington, Pacific and Vandalia**.

Local courts, prior to sentencing for a sexual offense can require:

- that an offender be assessed for continued risk of criminal sexual behavior
- an assessment of local treatment resources to reduce their risk of reoffending

The Department operates the **Sex Offender Assessment Unit** to meet these requirements in **Farmington**.

Sex offenders under supervision in the community are monitored closely by assigned probation and parole officers.

- Offenders on probation or parole are placed on a specific, more intense supervision level.
- Offenders are subject to targeted polygraph examinations regarding criminal sexual behavior.

PLANNED...

The Department plans to increase the effectiveness of the sex offender treatment program by:

- increasing program capacity
- comprehensive use of an assessment instrument recommended by the National Institute of Corrections
- evaluate the potential benefits of delivering MoSOP program services as part of a comprehensive statewide contract for medical/psychiatric and other mental health services.

This table describes the Department's medical service delivery system.

HOW the DEPARTMENT DELIVERS OFFENDER MEDICAL TREATMENT

The Department is required by law to provide a community standard of medical care for offenders under supervision and confined in agency facilities.

- The Department provides medical services at all agency facilities
- The Department assigns offenders to institutions based on the level of medical care they require
- The Department operates several 24-hour infirmaries to reduce reliance on community hospitals for offender convalescence following surgery.

Since 1994, the Department has met this requirement through a combination of qualified, full-time personnel and contractor provided services.

- The current contractor implemented chronic care clinics to improve the offender's own management of physical conditions prior to return to the community.

PLANNED...

The Department will continuously review the cost-to-benefit results of care strategies and care providers to provide necessary medical care to confined offenders at the best value.

This table describes the Department's mental health treatment delivery system.

HOW the DEPARTMENT DELIVERS OFFENDER MENTAL HEALTH TREATMENT

The Department currently provides treatment of mental and emotional illness through full and part-time personnel for offenders confined to institutions and target testing of offenders.

- Offenders are assigned to institutions based on their assessed level of mental health needs.
- Suicide prevention programs are operated in each institution's segregation unit.

The Department, through partnership with the Department of Mental Health, operates:

- a specialized unit at the Fulton State Hospital to assess and treat offenders suffering from acute psychotic illness
- a social readjustment unit at the Farmington Correctional Center for offenders with mental illnesses who cannot function appropriately with other general population inmates
- a special administrative segregation unit at the Potosi Correctional Center for offenders with chronic behavior disorders
- a specialized treatment unit at the Farmington Correctional Center for persons determined to be sexual predators.

PLANNED...

The Department will improve treatment of mentally ill offenders through:

- Continuous review of cost-to-benefit provided by treatment strategies and providers
- Evaluation of the potential benefits and savings from privatizing institutional mental health services
- Implementation of segregation management teams (consisting of a licensed mental health professional, an institution chaplain, a correctional caseworker and a Corrections Officer II) modeled on the Special Needs Unit (SNU) program at specific institutions
- Implementation of the newly developed program targeting intensive psychological treatment towards offenders who suffer from mild to moderate levels of mental health symptoms
- Implementation of the newly developed Progressive Reintegration Opportunity Program (PROP) which targets the severe behavioral problems typically found in the department's long-term segregation units.

The Challenge:

Involving individuals and communities in partnerships and restorative justice practices.

Strategic Issue 3

Crime is a violation of people and relationships. These violations create obligations to make things right. Restorative Justice practices involve the victim, the offender and the community in a search for solutions that promote repair, reconciliation and reassurance. The practices focus on the harmful effects of offenders' criminal conduct and actively involve victims, communities and offenders in activities that repair the harm done by the offender. The implementation of restorative practices contributes to improved public safety through increased public confidence and greater participation in the criminal justice process.

This table depicts how the Department accomplishes restorative justice strategies.

HOW the DEPARTMENT IMPLEMENTS RESTORATIVE JUSTICE ACTIVITIES

- The Restorative Justice Unit continues to develop and coordinate a training program to educate all key stakeholders in restorative justice concepts.
- Provide resources to expand opportunities for victims, offenders, offender families and communities to participate in Restorative Justice practices.
- Expand and evaluate current Department programs for both staff and offenders to reflect Restorative Justice philosophy.
- Utilize the Restorative Justice Unit to implement restorative justice core practices including
 - (1) impact of crime classes
 - (2) victim/offender mediation
 - (3) reparation boards in district offices
 - (4) restorative guidelines for parole.

What is Restorative Justice?

The retributive model of criminal justice views crime as law-breaking and views justice as assigning blame and allocating punishment.

Restorative Justice views crime as a violation of relationships and views justice as a process that actually involves offenders, victims and communities in an effort to repair the harm caused by the crime.

The Challenge: Strategic Issue 4

Improving public safety by providing effective correctional services.

Managing offender population growth, preparing offenders for return to society and involving the community in restorative practices require the Department to continuously improve.

Essential to continuous improvement is a highly professional, diverse and committed workforce. Continuous improvement requires that the Department through its strategic planning process foster a customer-centered culture. Striving for excellence in all actions is predicated on keeping the focus of all corrections operations on our constituents.

This table details Department recruiting strategies.

REVISED 11/23/1999

HOW the DEPARTMENT ADDRESSES RECRUITMENT ISSUES

- Continue current use of recruitment tools such as career fairs, partnership with the Division of Employment Security Office contacts and community resources.
- Continue use of the Department's Affirmative Action Plan as a working document for meeting diversity goals.
- Utilize various forms of media to advertise career opportunities.
- Provide Department staff with information on promotional opportunities.
- Develop methods to ensure that Department vacancies are promptly identified and filled.
- Increase the percent of hires, promotions and retention for people of color.

This table states the Department's actions strategies to maintain a qualified, diverse and skilled workforce in support of Strategic Issue 4.

HOW the DEPARTMENT RETAINS A QUALIFIED, DIVERSE WORKFORCE

- Identify and remove barriers to inter-divisional transfers.
- Increase opportunities for employee advancement through training and education.
- Continue development of staff demonstrating leadership potential through pre-promotional and supervisor/management training.
- Conduct more face-to-face exit interviews (vs. written exit interviews).
- Design two-way communication tools to assess current staff needs.
- Obtain funding for additional human service staff to match retention, training and career development needs in each region.
- Evaluate and enhance the recognition and award program to highlight accomplishments of organizations, teams and individuals.

This table outlines the strategies for maintaining a safe work environment for all Department employees.

HOW the DEPARTMENT MAINTAINS an EFFECTIVE and SAFE WORK ENVIRONMENT

- Provide adequate personal protection equipment to worksites to ensure staff safety.
- Conduct ongoing reviews of worksite conditions.
- Continue disease prevention programs.
- Implement strategies of the Missouri Safety and Health Model program.
- Design and employ feedback tools to assess staff worksite needs.
- Develop and coordinate peer response teams.
- Coordinate training for peer response teams, EAP Providers and Worker's Compensation providers.
- Develop a tracking system of relevant data for employees who are victims of workplace violence.
- Establish a notification program to inform employee victims of offender violence of administrative decision, criminal proceedings and results of investigations.

This table details Department actions in support of training strategies.

HOW the DEPARTMENT CONDUCTS EFFECTIVE TRAINING ACTIVITIES

- Review and update curriculum as needed.
- Conduct new staff training prior to job assignment or end of probation.
- Provide sufficient opportunity for tenured staff to attend 40 hours of in-service training.
- Continue to prepare staff for promotional opportunities through pre-promotional training.
- Conduct customer-focused training needs assessment.
- Develop and conduct training courses that include participants from each division.
- Assess the need to expand internal and outsourced training resources.
- Sustain appropriate training capacity and resources through the Department Growth Pool or other resources as offender populations increase.
- Conduct 40 hours of supervisory/management training.
- Assist in coordination/delivery of volunteer training.
- Assess success of pre-promotional training by monitoring follow-up promotion of graduates.

This table lists the Department's actions relating to the customer service objective.

HOW the DEPARTMENT EMPHASISES DEVELOPMENT and IMPLEMENTATION of CUSTOMER SERVICE ACTIVITIES

ONGOING

- Identifying primary products, services and programs provided to the following customer groups:
 - the general public
 - victims, their families and friends
 - Department staff
 - offenders, their families and friends
- Determining the benefits to be received from the products, services and programs.

PLANNED

- Determine effectiveness in delivering products, services and programs.
- Develop measures to assess the effectiveness of the products, services and programs.
- Determine actions necessary to improve products, services and programs.
- Determine steps to be used to ensure that improved products, services and programs are measurable and effective.
- Instill in staff the concepts and practices of effective customer service and customer-centered processes.

This table provides details of the Department's actions in support of its Information System objective.

HOW the DEPARTMENT ENHANCES INFORMATION SERVICES

ONGOING...

- Sustain a technical environment that supports the current operational needs and provides the flexibility to support its future strategic objectives. *(i.e.—Probation & Parole Automation)*
- Sustain and improve procedures and system features to protect the confidentiality of sensitive information in all instances. *(i.e.—System-wide security audit)*
- Develop and implement systems and processes to support the exchange of information across Department functional areas. *(i.e.—OPII Offender Management System)*
- Coordinate the implementation of systems to support the exchange of information between other state and criminal justice agencies. *(i.e.—Automated Fingerprint System, Automated Criminal History Interface)*
- Develop and implement systems and processes to support information exchange with victims, communities and constituents. *(i.e.—VINES)*

PLANNED...

- Align the Information Systems' planning and service process to provide effective and efficient support to the Department's operational needs and strategic objectives.
- Identify, develop and implement policies and procedures for effective and efficient access to and management of Department information.
- Conduct continuous process improvement of information processes, services and software development methods.

This table outlines actions in support of the Department's continuous improvement objective.

**HOW the DEPARTMENT IMPLEMENTS
CONTINUOUS IMPROVEMENT ACTIVITIES and
PROCESSES**

- Implement performance evaluations on all strategic programs.
- Implement annual cost/benefit analyses for strategic programs and services.
- Restructure the agency support structures to achieve the optimal balance of local, regional or centralized services.
- Conduct detailed base review of all strategic plan programs and Department core processes.
- Publish and distribute the Monthly Management Report for executive staff.
- Publish and distribute the monthly Fact Sheet for Department customers and stakeholders.

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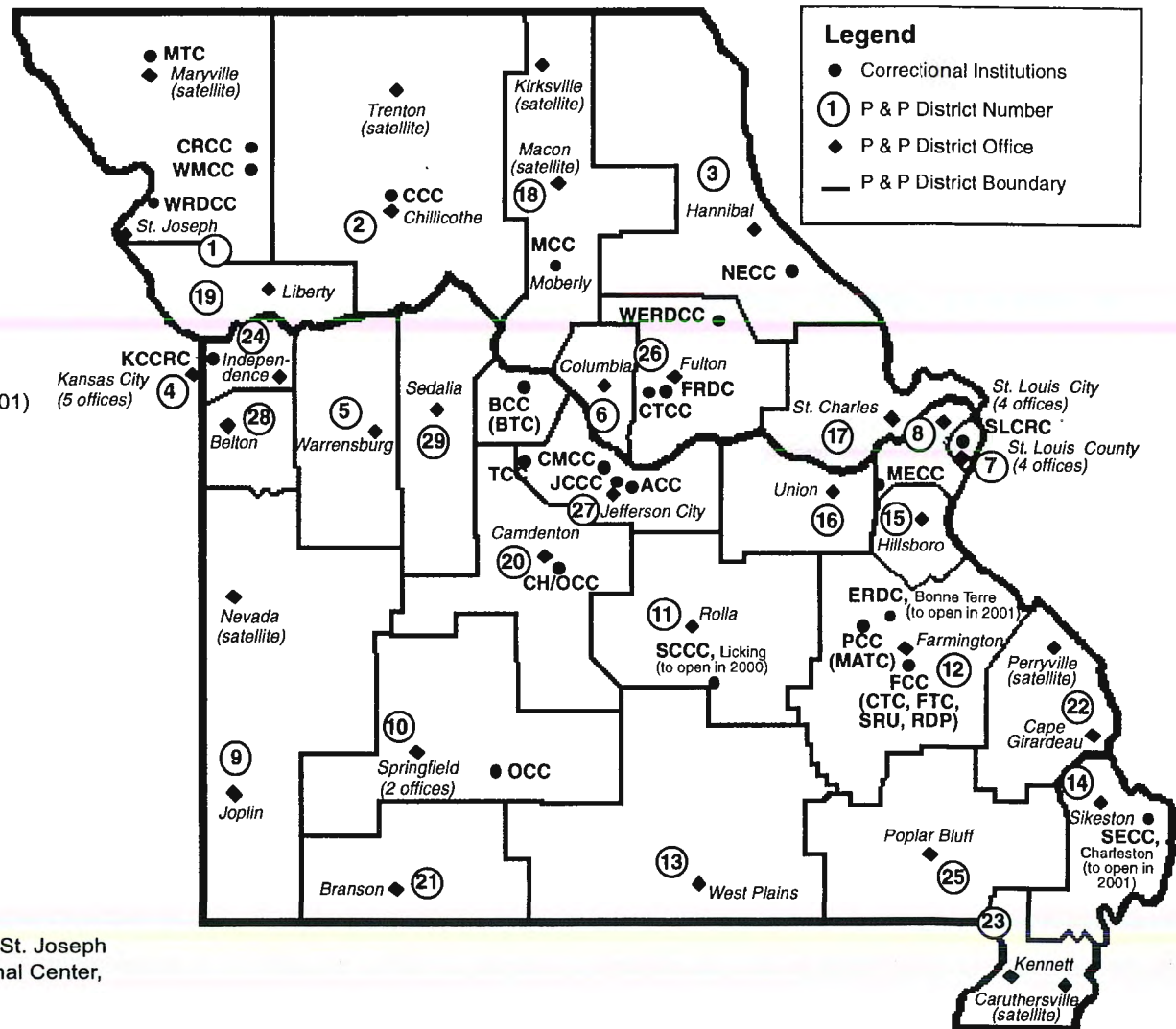
Probation & Parole District Offices

- | | |
|---------------------------------------|---|
| 1. St. Joseph - (Satellite) Maryville | 17. St. Charles - |
| 2. Chillicothe - (Satellite) Trenton | (Satellites) Troy and |
| 3. Hannibal | Warrenton |
| 4. Kansas City (5) | 18. Moberly - (Satellites) |
| 5. Warrensburg | Macon and Kirksville |
| 6. Columbia | 19. Liberty |
| 7. St. Louis City (4) | 20. Camdenton |
| 8. St. Louis County (4) | 21. Branson |
| 9. Joplin - (Satellite) Nevada | 22. Cape Girardeau - (Satellite) Perryville |
| 10. Springfield (2) | 23. Kennett - (Satellite) Caruthersville |
| 11. Rolla | 24. Independence |
| 12. Farmington | 25. Poplar Bluff |
| 13. West Plains | 26. Fulton |
| 14. Sikeston | 27. Jefferson City |
| 15. Hillsboro | 28. Belton |
| 16. Union | 29. Sedalia |

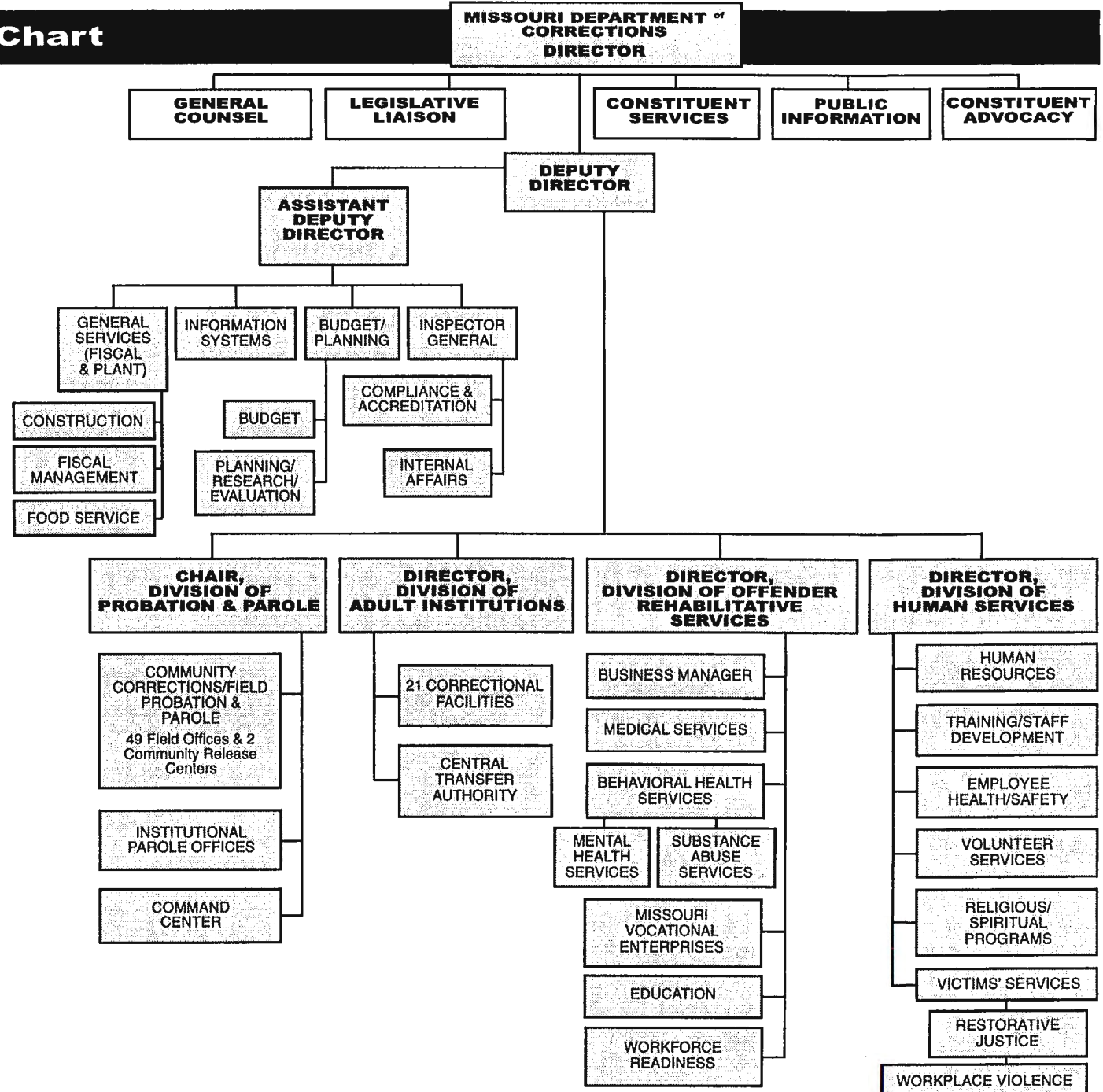
Department Facilities

ACC - Algoa Correctional Center, Jefferson City
 BCC - Boonville Correctional Center, Boonville
 BTC - Boonville Treatment Center, Boonville
 CMCC - Central Missouri Correctional Center, Jefferson City
 CCC - Chillicothe Correctional Center, Chillicothe
 CTCC - Cremer Therapeutic Community Center, Fulton
 CRCC - Crossroads Correctional Center, Cameron
 ERDC - Eastern Reception & Diagnostic Center, Bonne Terre (2001)
 FCC - Farmington Correctional Center, Farmington
 CTC - Community Therapeutic Center, Farmington
 FTC - Farmington Treatment Center, Farmington
 SRU - Social Rehabilitation Unit, Farmington
 FRDC - Fulton Reception & Diagnostic Center, Fulton
 JCCC - Jefferson City Correctional Center, Jefferson City
 KCCRC - Kansas City Community Release Center, Kansas City
 MTC - Maryville Treatment Center, Maryville
 MECC - Missouri Eastern Correctional Center, Pacific
 MCC - Moberly Correctional Center, Moberly
 NECC - Northeast Correctional Center, Bowling Green
 OCC - Ozark Correctional Center, Fordland
 CH - Camp Hawthorn, Kaiser
 PCC - Potosi Correctional Center, Potosi
 MATC - Mineral Area Treatment Center, Mineral Point
 SCCC - South Central Correctional Center, Licking (2000)
 SECC - Southeast Correctional Center, Charleston (2001)
 SLCRC - St. Louis Community Release Center, St. Louis
 TCC - Tipton Correctional Center, Tipton
 WMCC - Western Missouri Correctional Center, Cameron
 WRDCC - Western Reception, Diagnostic & Correctional Center, St. Joseph
 WERDCC - Women's Eastern Reception, Diagnostic & Correctional Center, Vandalia

Correctional Institutions and Probation & Parole Offices



Organizational Chart



REVISED 11/23/1999

Division of Adult Institutions

The Division of Adult Institutions (DAI) is responsible for the management of the state's 21 correctional centers and the care, custody and control of incarcerated offenders. The division houses incarcerated inmates securely and humanely while providing programs and treatment that effectively manages the offender's risk to re-offend.

It is projected that the Department will manage an average daily population of 26,233 incarcerated offenders during FY2000. Of the 26,233 offenders, approximately 800 will be assigned to community release centers and the remaining 25,433 will reside in a DAI facility. Three new facilities, detailed below, are being constructed and one existing facility is being expanded to keep pace with the projected rate of growth in the offender population. Replacement of the Jefferson City Correctional Center—the oldest continuously operating state prison west of the Mississippi River—is targeted for completion July 2002.

Division of Adult Institutions correctional centers under construction:

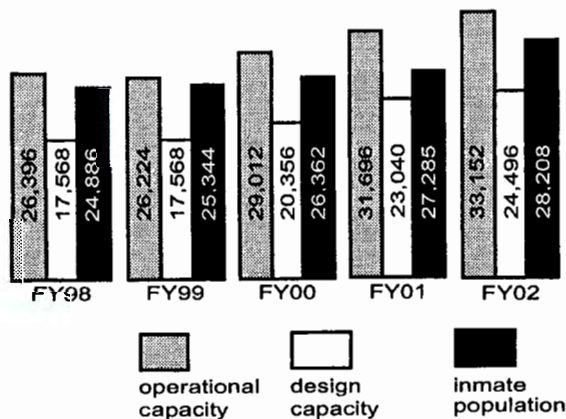
- **South Central Correctional Center**—1500 maximum security beds. Scheduled occupation, March 2000.
- **Men's Eastern Reception, Diagnostic and Correctional Center**—2684 maximum security beds. Scheduled occupation, April 2001.
- **Southeast Correctional Center**—1500 maximum security beds. Scheduled occupation, May 2001.

Facility expansion:

- **Fulton Reception and Diagnostic Center**—Additional 192 beds. Scheduled occupation, December 1999.

While the total inmate population increased by 549 inmates in FY99, over 13,700 offenders were admitted during the year, producing an intake rate of 37.6 inmates per day. The efficient reception and classification of these inmates is a division objective and is tremendously important to the overall goal of public safety. Reception and classification is currently conducted for all male offenders at Fulton Reception and Diagnostic Center and for all female offenders at Women's Eastern Reception, Diagnostic

Operational & Design Capacity v. Inmate Population



Lawsuits Per Thousand Inmates	
1990	104.5
lawsuits per 1000 inmates	
1999	11.2
lawsuits per 1000 inmates	

and Correctional Center. In ongoing scrutiny of our practices, we identified regionalization as a way to improve reception and diagnostic operations. One of the facilities under construction, Eastern Reception, Diagnostic and Correctional Center, will serve as the point of admission for offenders committed to the Department by the courts in eastern Missouri. Western Reception, Diagnostic and Correctional Center was retrofitted in FY99 and will serve the western portion of Missouri as an intake facility. Assessing the inmates needs—from custody level to mental health, education and medical services—is imperative to providing safe, secure, humane and constitutional confinement.

The division sustains safe and humane treatment with the use of the Certified Inmate Grievance Process. The process emphasizes resolution at the lowest level. Nearly 50% of the Informal Resolution Requests—the first step in the process—are resolved at this initial level.

In support of the Department's strategy to return offenders as civil, sober, productive and law-abiding citizens to society, assessment, drug education, relapse prevention and support groups are available at every correctional institution. During FY99, 8,241 inmates received expanded assessments; 1,984 completed drug education programs; and 887 completed relapse prevention programs. Institutional treatment centers are located in prisons and provide the setting for a number of substance abuse treatment programs. DAI facilitates urinalysis testing for illicit substances among its inmates and implements drug interdiction efforts. The Department's zero tolerance policy enhances the safety and security of the inmates, staff and visitors as well as communicating the expectation of sober, civil conduct.

The expectation of all offenders is sober, civil, productive and law-abiding behavior—just as citizens in free society are expected to behave.

The division is also applying Parallel Universe models to the institutional setting. Offenders incarcerated in DAI institutions will be required to subscribe to the greatest extent possible to the same basic expectations for lawful conduct and productivity as Missouri's citizens. DAI institutional programs will continue to be patterned after the four interactive expectations or opportunities of the Parallel Universe model.

- Offenders supervised by DAI will be actively engaged on a full-time basis in productive activities that include academic and vocational education, employment or work assignments and treatment.
- Offenders are expected to remain sober and abstain from the consumption of drugs and alcohol.
- Offenders are expected to earn the opportunities to make choices while incarcerated and be held accountable for their choices.
- Offenders should have the opportunity to earn recognition for good conduct for adhering to DAI rules and regulations.

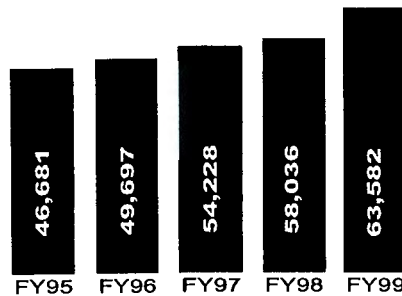
Staffing DAI's existing 21 correctional centers are over 5,000 uniformed corrections professionals. Before being assigned to duty, each officer has completed 280 hours of training and completes 40 additional hours of in-service training during each subsequent year of employment. In comparing Missouri's pre-service training requirements to those of other states, the Department requires about 70 hours over the national average and about 106 hours more than the six contiguous states. Currently, five training sessions per month—compared to an average of one per month in other states—are conducted to minimize the period of time a position is vacant.

Correctional officers also serve in special units which enhance institutional security and public safety. The E-Squad and C-Star teams respond to facility emergencies and the K-9 units assist in drug searches, track escapees, and help local law enforcement locate lost and missing persons.

Probation & Parole

The Division of Probation and Parole assesses and supervises criminal offenders assigned to the division by the Circuit Courts of Missouri and under the terms of the Interstate Compact. Affiliated with the Division of Probation and Parole is the State Probation and Parole Board. The Parole Board determines the eligibility and conditions for the release of inmates confined in the Division of Adult Institutions and oversees the supervision of probationers as directed by the courts.

**Probation & Parole Caseload •
FY93 to FY98**



As of June 30, 1999, there were 1803 staff serving in the Division of Probation and Parole, making it the second largest division in the Department. Affiliated with the Division of Probation and Parole is the *State Probation and Parole Board*. The *Probation and Parole Board* is comprised of seven full-time members appointed by the Governor, subject to the advice and consent of the Senate. Board members determine the eligibility and conditions for the release of inmates confined in the Division of Adult Institutions and oversee the supervision of probationers as directed by the courts. They also investigate and report to the Governor on all applications for pardons, commutations of sentence, reprieves or restorations of citizenship.

There was a total of 63,582 offenders under the supervision of the division as of June 30, 1999, including 11,431 parolees and 49,294 probationers. To manage the caseload, which grew by 9.56 percent in FY99, the state is divided into five field regions, comprised of a network of 46 local district offices. The Division also features a jail resource center and houses the Department of Corrections *Command Center*. A sixth region oversees the operations of institutional parole offices.

A map of Correctional Institutions and Probation and Parole District Offices is on page 46.

In addition, eighteen parole offices are located at the correctional centers around the state.

Community Service

Many probationers are ordered by the courts to work community service hours as reparation to the community for their criminal conduct. Probation and Parole staff is responsible for ensuring that restorative justice sentences such as these are carried out. During FY98, offenders under community supervision performed 214,083 community service hours, a significant increase of almost 23 percent over the FY97 total of 174,510. In many instances, offenders are also required to pay a designated sum to aid victims of crime, cover court costs and make restitution to offset individual victims' losses. Probation and

parole officers intervene with offenders to ensure that they fulfill their financial obligation and establish a pattern of personal responsibility and accountability.

Community Corrections

The Department has developed a continuum of supervision strategies that are included in the *Community Corrections Unit*. These supervision strategies are intended to provide a balance of intervention, control and treatment.

Community Release Centers in St. Louis and Kansas City house offenders who are within a year of the completion of their sentences and are working in the community. The *Community Corrections Unit* supervises offenders in the community in three other significant ways:

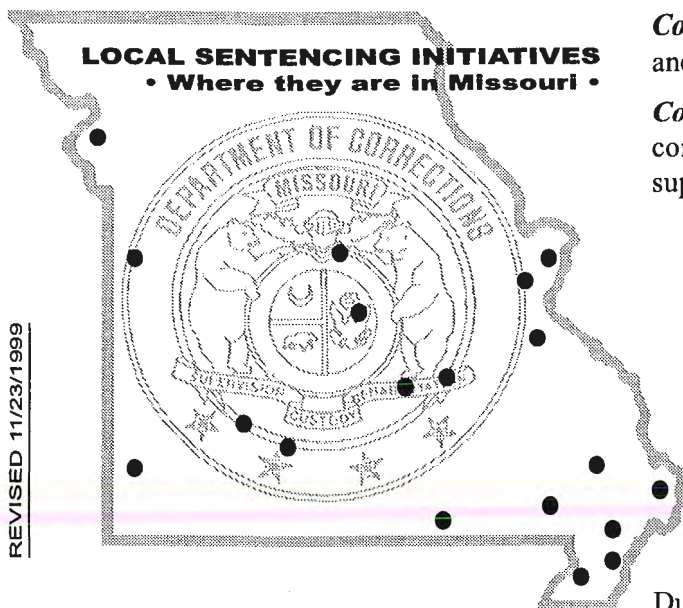
- In *Residential Facilities* offenders live in a structured setting in the community where they are released only to work or to attend other approved programming. During FY99, the Department contracted with private agencies for the use of 591 beds at *Residential Facilities* in Columbia (36), St. Louis (220), Kansas City (305) and Fordland (30).
- The *Electronic Monitoring Program* (EMP) consists of parole officers monitoring offenders on a strict schedule, enhanced by an electronic device worn by the offender. During FY99, 2,271 offenders were supervised in the EMP.
- The *Intensive Supervision Program* (ISP) is a program in which offenders have frequent contact with parole officers, usually four meetings per week. A total of 7,581 offenders was supervised on ISP during FY99.

During FY98, the Department sought funds from the *Missouri General Assembly* to develop new local sentencing initiatives to further reduce recidivism and revocation in targeted communities across the state. This is an important strategy of population management: Intervening with as many offenders as possible, at the earliest time and the lowest appropriate level of supervision, to deter them from lives of crime and possible prison sentences.

Drug Court provides eligible pre-trial and probationer participants an alternative to traditional criminal prosecution for the illegal use of drugs. Probation and Parole staff in participating counties work with local state courts to intervene and curtail the criminal careers of participants at the earliest opportunity.

Drug courts are expanding around the state as the courts become more knowledgeable about the program's advantages for long-term public safety.

Probation and Parole staff work with *Citizen Advisory Boards* (CABs)—composed of citizens who live and work in each area—to provide community feedback which promotes an environment for offenders to gain the skills they need to be law-abiding. CABs fund special programs such as financial management courses, alcohol awareness programs, prison tours, Adopt-A-Highway cleanups and community service



projects. Some CABs sponsor scholarships to high school seniors and college students, and have established endowments at local colleges and universities.

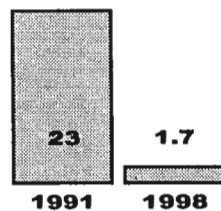
The ***Sex Offender Supervision Unit*** coordinates and oversees Department sex offender programs in the community. This unit includes coordination of sex offender registration, development of treatment interventions and the utilization of polygraphs. The ***Sex Offender Supervision Unit*** works with the ***State Highway Patrol*** and local police departments as well as the Department to ensure that sex offenders under community supervision are in compliance with federal and state guidelines established for sex offender registration. This office also oversees the polygraph system for all sex offenders in Missouri, working with the treatment provider, polygrapher and probation staff to ensure offenders do not violate the terms of supervision.

Division of Rehabilitative Services

Research based on offender populations at the time they enter the criminal justice system indicates:

- 66% have a history of—or exhibit current—substance abuse problems
- 70% have not earned a high school diploma or GED
- 68% have poor work histories
- 90% have no marketable skill
- 11% are sentenced for sexual assault or abuse
- 17% have chronic medical conditions and physical disabilities
- 11% suffer from chronic mental illnesses

Medical Lawsuits per 1000 Inmates



The Division of Offender Rehabilitative Services (DORS) is responsible for developing, delivering and overseeing the services and interventions necessary for offenders to reform their criminal conduct while on probation or in prison. DORS delivers the treatment, education, and some of the work components of Parallel Universe.

Each service section represents a professional discipline and area of expertise. The Division employs licensed clinical psychologists, registered nurses, physicians, psychiatrists, substance abuse counselors, an educational superintendent and education specialists, and other professionals. Staff provide clinical supervision (sometimes for professional licensure); discipline-specific staff development seminars; drafts, reviews and interpretations of discipline-specific legislation; development of discipline-specific policies; monitoring and improvement of the quality of offender services; and development of initiatives and treatment programs to rehabilitate incarcerated offenders. The rehabilitative mission of the Division assists offenders in returning to the community as sober, civil, productive and law-abiding citizens. The programs and services provided by the respective sections are completed through a combination of state employees, contractual agreements, interagency agreements, and through independent providers from the community.

Medical

Since 1992, the Missouri Department of Corrections has contracted all inmate medical services through a single provider. This managed care system stresses the use of community standards for primary care, early identification of health problems and early intervention in order to prevent more debilitating chronic health problems while controlling catastrophic costs of medical expenditures over the life of the contract. Now encompassing 20 medical units, with 10 in-house infirmaries, the level of in-house care ranges—depending on institutional size—from daily, routine sick call services to 24-hour care infirmaries.

The contractor provided 937,000 inmate healthcare encounters last year. Services provided included medications, x-ray, laboratory, dental services, specialist consultation and hospitalization. Chronic care clinics ensure that those with chronic conditions are afforded needed continuity of care. Today there are 18 medical staff for every 1,000 inmates—a substantial increase over the 11 per thousand ratio of 1991. Currently, offenders average 36 medical/dental encounters per year.

As of June 30, 1998, the per diem was \$4.74 per inmate. The national average prison medical cost was \$7.31 during FY98.

The Medical Services Monitoring Team conducts continuous oversight over the services provided by more than 500 contractor employees to determine their compliance with applicable State statutes, MoDOC policies and procedures, contract mandates and the National Commission on Correctional Health Care (NCCHC) standards. On-site audits, examination of reports from institutional superintendents, inmate focus groups, analysis of reports from the contractor, random and selected review of medical records, review of equipment maintenance reports, direct regular meetings with the contractor, interface with external agencies, analysis of grievance and Constituent Services Office (CSO) findings and data reports, as well as a comprehensive documents file which verifies various aspects of the contractor's performance, have resulted in a drop in medical lawsuits from 23:1,000 (1992) to 1.7:1,000 (present). Additionally, medical grievances have been reduced by half and complaints received by the CSO have declined to 5% of total complaints. Active Tuberculosis cases have declined to one or less per year in the MoDOC, while Tuberculosis cases actually increased in some parts of the State. AIDS deaths averaged five per year and fell to zero in 1998.

Mental Health

The staff of the Mental Health Services section provide mental health screening, evaluation and treatment services to offenders. Identification, monitoring, and treatment of severely mentally ill offenders, whose dysfunction and disabilities adversely affect their ability to function in the correctional environment, are priorities. Over the course of the last fiscal year, the section has significantly increased the numbers and proportion of the Missouri-licensed psychologists, professional counselors and clinical social workers providing services to offender patients. There are 13 psychiatrists (4.0 FTE) providing mental health services and the ratio of psychologists to offenders receiving mental health services is 1500:4. Through an arrangement with the Department of Mental Health (DMH), 46 psychiatric hospital beds are provided at Biggs Forensic Center in Fulton. In addition, psychiatric hospital services are provided by DMH at the Correctional Treatment Center within the Farmington Correctional Center (40 beds). Long-term treatment is also provided at the Farmington Correctional Center in a 200-bed structured treatment unit. A Special Needs Unit at Potosi Correctional Center (46 beds), a joint venture with DMH, opened in FY95 to serve inmates with developmental disabilities. Thirty percent of all offender admissions receive full mental health evaluations.

During FY98, the Mental Health Services section had a total of 39,204 inmate contacts.

In addition, the section has developed two new mental health treatment programs through an internal redirection of resources. The first program targets intensive psychological treatment towards a group of

offenders suffering from mild to moderate levels of mental health symptoms. The new program aims to teach these offenders a variety of psychological coping skills to eliminate the psychological causes of their distress without resorting to the long-term use of psychotropic medications.

The second new program initiated during this fiscal year targets offenders with severe behavioral and conduct problems typically found in the department's long-term administrative segregation units. The program, named Progressive Reintegration Opportunity Program (PROP), is yet on the drawing board, but the program protocol calls for the use of rewards in a behavioral management system to encourage the offenders to desire increased freedoms and privileges. The ultimate goal of this program would be to return these offenders to general population units.

Missouri Sex Offender Program (MoSOP)

The Mental Health Services section also provides sex offender assessment and treatment services. The Missouri Sexual Offender Program (MoSOP) provides a statutorily mandated sex offender treatment program to incarcerated sexual assault felons consisting of approximately 12 months of therapy. Over the past fiscal year, the MoSOP treatment program has risen to a standard of care consistent with the prevailing community treatment standards. This was accomplished through the employment of Missouri-licensed psychologists, professional counselors, and clinical social workers. In addition, MoSOP has incorporated advanced clinical assessment procedures and a multi-disciplinary treatment team approach to ensure that only offenders with lowered risk to reoffend sexually are graduated from MoSOP. The successful completion of MoSOP is mandatory for release prior to an inmate's sentence completion date. Inmates who fail to successfully complete MoSOP have to serve 100 percent of their sentence in prison. During FY98, a total of 577 inmates were served in MoSOP; 166 successfully completed the program last year.

The Sex Offender Assessment Unit (SOAU) provides to all Missouri Circuit Courts, upon referral, sex offender risk assessments when the courts are considering probation for a convicted sex offender. This comprehensive psychological assessment results in recommendation to the court regarding mental health treatment, probability of risk to reoffend, sex offense treatment needs and community supervision requirements. In addition, the SOAU psychologists conduct the department's end-of-confinement review of potential sexually violent predators.

Academic Education

The Education Section functions to oversee the mandatory education program for offenders who are required to participate in Adult Basic Education (ABE) and General Education Diploma (GED) classes to improve their basic literacy skills and to acquire a GED while confined. The section provides oversight

All offenders are required to participate in Adult Basic Education and General Education Diploma classes to improve their basic skills and acquire a GED while confined.

for fourteen department-operated schools staffed with state employees, seven outsourced schools, five Interagency Agreement operated schools and one Interagency Agreement operated diagnostic unit.

Department education classes are offered at the following institutions:

Algoa Correctional Center—Adult Basic Education

Boonville Correctional Center—Adult Basic Education, Special Education, Title I, Life Skills and Employability Skills

Boonville Treatment Center—Adult Basic Education

Central Missouri Correctional Center—Adult Basic Education

Chillicothe Correctional Center—Adult Basic Education

Cremer Therapeutic Community Center—Adult Basic Education

Crossroads Correctional Center—Adult Basic Education

Farmington Correctional Center—Adult Basic Education

Farmington Treatment Center—Adult Basic Education

Jefferson City Correctional Center—Adult Basic Education and Special Education

Maryville Treatment Center—Adult Basic Education

Mineral Area Treatment Center—Adult Basic Education

Missouri Eastern Correctional Center—Adult Basic Education, Special Education, Title I

Moberly Correctional Center—Adult Basic Education

Northeast Correctional Center—Adult Basic Education, NECC/Division of Youth Services under 17, and Special Education

Ozark Correctional Center—Adult Basic Education

Potosi Correctional Center—Adult Basic Education and Special Education

Tipton Correctional Center—Adult Basic Education

Western Missouri Correctional Center—Adult Basic Education

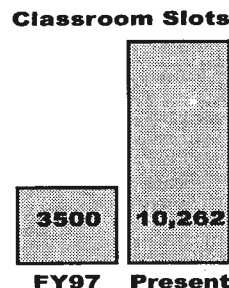
Western Reception, Diagnostic and Correctional Center—Adult Basic Education, and Life Skills and Employability Skills

Western Region Treatment Center—Adult Basic Education

Women's Eastern Reception, Diagnostic and Correctional Center—Adult Basic Education, Special Education, Title I, WERDCC/Division of Youth Services under 17, and Life Skills and Employability Skills

Women's Eastern Treatment Center—Adult Basic Education

The section makes annual application for—and manages—grants totaling over two and a half million dollars. Grants include Title I, Title II, Title IV, Title VI, Carl Perkins, Adult Education Act, Special Education, Special Education Silver and Post Secondary Youthful Offender Grant. These programs provide services for over 20,000 inmate enrollments on a yearly basis—an historical high—producing 2,402



*Modern equipment and new jobs
ensure inmate workers receive
training in a marketable skill and
form good work habits.*

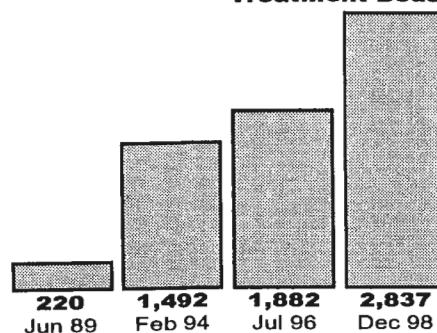
General Equivalency Diplomas (GEDs) in FY99. This is accomplished by over 400 full- and part-time positions throughout the state. An additional 1,000 inmates participate each year in Vocational Education, receiving certificates in a wide variety of skills.

The Academic Education section of DORS has continued to provide classroom activities for inmates. The classes range from literacy to GED preparation. In FY99, the Section added the delivery, through Inter-agency Agreement, of post-secondary course work under a United States Office of Education grant.

Missouri Vocational Enterprises (MVE)

Missouri Vocational Enterprises operates 28 different industries in 12 institutions statewide. During FY98, MVE supervised a total of 2,123 inmates in work or training programs; 1,459 were assigned to industries and another 664 were engaged in vocational education courses. Profits generated by MVE sales totaled over \$6,000,000 and were used to develop new products, to purchase equipment and to expand vocational training opportunities for offenders. These new jobs ensure inmate workers receive training in a marketable skill and form good work habits while producing quality products for state agencies, city and county governments, political subdivisions, state employees, and not-for-profit organizations. In July 1999 all workers employed by MVE met the Department's goal of a high school diploma, GED, or enrollment and satisfactory progress in a GED program. MVE's vocational education section implemented a modular approach to training that enables offenders to receive credit as they complete each module. This concept makes it possible for offenders to move through a program more quickly, increasing the availability of training slots. In the next year, significant increases in inmate employment opportunities in the furniture, sewing and laundry operations are planned.

Growth In Substance Abuse Treatment Beds



Substance Abuse Services

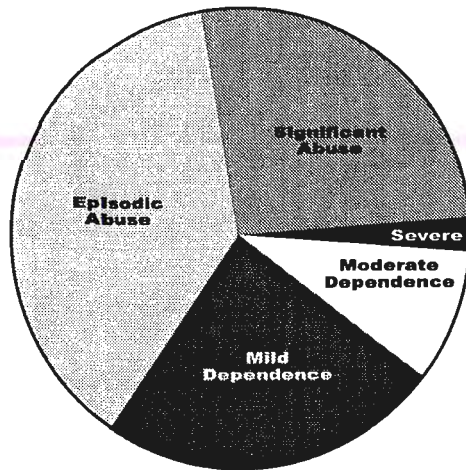
Substance abuse contributes significantly to criminal behavior. Currently, 66 percent of our offender population have a history of—or exhibit current—substance abuse problems. Since 1993, the Department has developed a comprehensive approach to sobriety. This approach which includes assessment, treatment and interdiction, improves the probability that offenders will succeed on probation or parole, lowering relapse, revocations and recidivism. It also improves the probability that offenders will successfully maintain sobriety once they are returned to society and are no longer under the supervision of the Department.

The Substance Abuse section provides management, administration and supervision for the delivery of substance abuse services to offenders in both institutions and the community to provide early intervention and treatment. A combination of state-operated programs, interagency agreements and contracted services are employed by this section to meet the substance abuse services needs of the offender.

population. Substance abuse services administered and managed include:

- Substance abuse screening assessment utilizing the Multidimensional Addictions and Personality Profile (MAPP)
- Drug testing operations for institution and field populations
- Institutional substance abuse treatment centers and programs
- Institutional substance abuse assessment and educational programs
- Community based substance abuse treatment programs
- Required Education and Community Treatment (REACT)
- Information sharing and services coordination.

Drug screening via urinalysis is an important part of the Department's zero tolerance approach toward drug use by inmates and offenders. The Department utilizes random testing of the institutional population and randomly tested over 28,000 inmates in FY99, or about 12 percent of the entire population per month. The Department also conducts targeted testing of an identified high-risk-of-use segment of the institutional population. This represents at least 11 percent of the entire inmate population tested monthly. Random testing of the Probation and Parole population is also conducted. In FY99 a total of 70,707 tests was administered randomly among probationers and parolees, representing 12 percent of the supervised field population. These random and targeted tests assist corrections professionals in assessing, evaluating and referring inmates and offenders to appropriate substance abuse programs within the institutions and the community.



THE MAPP SUBSTANCE RISK-OF-ABUSE RESULTS



Division of Human Services

The Division of Human Services consists of six units:

- **Employee Development and Training**
- **Employee Health, Wellness and Safety**
- **Human Resource Management**
- **Restorative Justice/ Victim Services**
- **Religious/Spiritual Programming, and**
- **Volunteer Services.**

The Missouri Department of Corrections's mission is encapsulated within the six units of the Division of Human Services as they perform functions that support the overall operation of the Department. The Division of Human Services interacts in various ways with each of the Department's constituent groups.

The Division of Human Services staff is directly involved in meeting the needs of the Department's growing workforce which increased by over eight percent during FY98, from 8,901 to 9,627 full-time staff. The Division is charged to:

- provide a healthy and safe work environment for all employees
- recruit and retain a professional, diverse, skilled work force
- train and develop employees to succeed and meet the Department's need to provide public safety
- improve communication between management and staff.

The religious and spiritual needs of the offender population are met through the efforts of Division of Human Services Staff.

Victims of crime receive assistance, opportunities for communities to be restored and for offenders to participate in activities that can assist in repairing the harm caused by their criminal behaviors. The Division also provides an opportunity for the members of the general public to serve as interns or volunteers with the Department.

Employee Development and Training

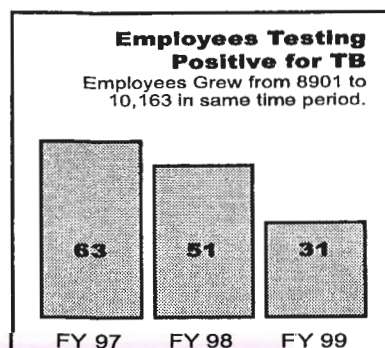
Consisting of 50 staff assigned to three regional offices, the primary constituents of this unit are departmental staff performing public safety functions. Missouri's training requirements for officers—before they receive job assignment—exceeds the national average by 70 hours and exceeds that of our neighboring states by 106 hours. The unit:

- Provides pre-service, in-service, pre-promotional, supervisory/management and special training for new as well as tenured employees
- Conducts training needs assessments

As staff numbers increase, training opportunities keep pace to maintain a well-trained workforce. Over 8500 staff receiving training in FY98.

Correctional officers are the victims of workplace violence at the rate of 117 incidents per 1,000 workers—the fourth highest rate of assault among all types of workers.

SOURCE: Department of Justice Workplace Violence Study—1998



- Develops course curriculums
- Reviews course evaluations
- Audits institutional training programs.

Employee Health, Safety and Wellness

Consisting of 5 staff, the primary constituents of this unit are departmental staff whose level of health and wellness impacts their own, as well as the public's, safety. In the past five years, the efforts of this staff have resulted in the decline of both lost work days and medical expenses for employees. The unit:

- Provides health education and wellness opportunities
- Monitors workmen's compensation claims
- Promotes staff safety through the use of safety awareness training, protective equipment and universal precautions
- Evaluates and recommends changes to work safety standards.

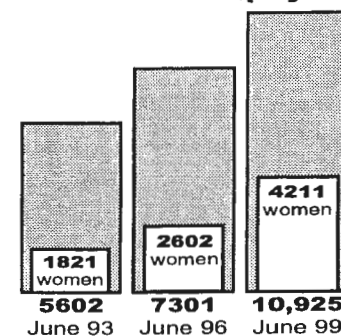
Human Resource Management

Consisting of 23 staff, the primary constituents of this unit are departmental staff and the general public seeking employment opportunities with the department. Targeted recruiting efforts have resulted in the percentage of females employed by the Department increasing from 33% of all staff in 1993 to 39% in 1999: Employment of people of color has increased by 2 percentage points in the same time period.

The unit is responsible for:

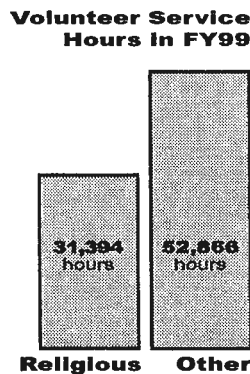
- Preparing the monthly payroll, managing personnel records, and providing benefit counseling and enrollment
- Recruiting a diverse pool of applicants for merit and unclassified positions
- Initiating strategies to retain staff and improve employee relations
- Interpreting policies to ensure consistent implementation
- Serving as liaison with union and local representatives
- Conducting job audits for proper classifications.

Growth in Department Full-time Employees



Offenders need to hear victims' voices. The people from whom they took time, property and a sense of safety have names and faces and voices. Offenders need to better appreciate the effect their criminal conduct has had ...

—DIRECTOR DORA SCHIRO, Ed.D.



Religious/Spiritual Programming

Chaplains recruit and supervise volunteers to assist in meeting the religious/spiritual needs of a diverse offender population. The primary constituents, besides the offenders and families, are external community faith groups and the general public. The unit coordinates spiritual programming for all faiths. To ensure appropriate accommodations are being made the advice of community spiritual leaders is sought from the Department's Religious Advisory Council. The Council also assists in recruiting a diverse group of religious volunteers. Members of the Religious/Spiritual Programming unit:

- Provide personal counseling
- Schedule and monitor religious volunteers and meetings of various faith and denominational offender groups, as well as coordinating special activities
- Provide opportunities for offenders to engage in activities that will enhance their institutional adjustment as well as personal transformations that can ensure better social reintegration back to the community and families.

Victim and Restorative Justice Services

The primary constituents are members of the general public who are victims and/or relatives of victims of crime. The unit educates victims about their rights and resources and assists them in their role in the criminal justice process. It also:

- Provides notification of parole hearings, release dates and other changes of offender status
- Works with communities and departmental staff to implement practices that repair the damage done by criminal activity, and
- Provides education, preventive instruction and support to victims of workplace violence. Missouri is the *first* state corrections agency to employ a full-time Workplace Violence Prevention Coordinator.

Volunteer Services

This unit recruits and coordinates volunteers and interns—over 1000 in FY99—for service in correctional settings. It seeks partnerships in the community to benefit the Department's public safety goals. Some of these partnerships have resulted in the following offender programs:

- Girl Scouts Beyond Bars—a program that fosters parent-child relationships through scouting
- Storylink—offender parents read to their children, in person and on tape
- Parents As Teachers—child development professionals teach parenting skills
- Restorative Justice Garden—offenders plant, tend and harvest fresh produce for local foodbank
- Youth Awareness Groups—juveniles attend information sessions conducted by offenders in correctional centers.

Office of the Director

The Office of the Director is responsible for shaping legislation and formulating policy and procedures to guide and implement public safety objectives and goals.

The Department is challenged to improve public safety by managing growth in the offender population, ensuring that places and spaces exist to assign offenders for supervision that prepares them to live in society as law-abiding and productive citizens. Included in the Office of the Director are units that participate in the endeavors to meet these challenges:

- Budget and Planning
- Legal Services
- Office of Constituent Services
- Legislative Affairs
- Public Information
- Inspector General
- Fiscal Management and General Services
- Information Systems
- Constituent Advocacy Office

Budget and Planning is responsible for guiding the strategic planning process and developing the Department's budget proposal. For the past several years, the Department has used the strategic planning process to identify issues critical to the Department, to set goals to address ongoing and newly identified issues, to state objectives and to devise strategies for meeting those objectives and measuring progress. This section also coordinates the development and publication of the Annual Strategic Plan. The strategic planning process and the budget are closely linked and must support one another. Both processes are aimed at focusing the Department on its strategic issues, goals and objectives and assigning the resources needed to meet the challenges the Department faces in improving public safety. Continuous improvement of operations and practices is essential in keeping corrections costs down while providing efficient, effective correctional operations.

Legal Services consists of the General Counsel and legal section. The unit assists in litigation,

represents the Department in personnel hearings and answers subpoenas. This section also handles requests for legal opinions, interprets law, does legal research on statutes and works closely with the Office of the Attorney General. This section is instrumental in helping reduce inmate lawsuits. It will become increasingly important that staff understand legal issues in dealing with offenders and how to perform their work so as to reduce the need for offender grievances and lawsuits. The General Counsel and the Legal section will continue to make staff aware of important legal issues in supervising inmates.

Constituent Services routes inquiries from offenders, their families, friends, advocacy groups, the Governor's office and legislators concerning individual offender concerns to a user-friendly office. Constituent Services was established to address the considerable and costly number of inmate lawsuits and to improve communications and customer service between the state and the inmates and their families. During FY98, Constituent Services received a total of 8,545 inquiries; 37 percent of them were from the families and friends of inmates, 29 percent from inmates, 20 percent from the Legislature, 9 percent referred through the Governor's office, and the remaining 5 percent from other sources. Constituent Services has been instrumental in helping reduce the number of active inmate lawsuits by over 70 percent even as the inmate population has grown by over 50 percent since the office's inception in 1994. The future goal of Constituent Services is to continue to focus on improvement by proactively addressing the needs of offenders and their families.

Legislative Affairs responds to inquiries from legislators and other interested parties regarding legislation and its impact on Department operations.

Public Information addresses inquiries from the news media, the general public, and other interested parties. This office also generates department publications and promotes department activities. These publications include the Annual Report, an employee newsletter, a quarterly publication for the offender population and a biannual publication for the courts. Public Information is essential in involving the community and other corrections' stakeholders in the collaborative effort to improve the public safety of Missourians.

The Office of the Inspector General is charged with the objective examination of department operations to ensure they are in compliance with established policy and procedure. This is accomplished through the Internal Affairs Unit and the Compliance and Accreditation Unit. Internal Affairs conducts investigations in response to reports of violation of statute and department policy and procedure. The Compliance and Accreditation Unit develops policy and procedure and then reviews and audits current practices to ensure compliance. The goal of this office will continue to be policy and procedure refinement and the reduction of internal violations.

Fiscal Management and **General Services** are responsible for financial activities and the coordination of those activities with other agencies. Implementation and maintenance of a variety of complex accounting systems including the inmate canteen and inmate banking system, working capital revolving fund and preparation of the budget requests are all functions of this unit. It is responsible for the operation and distribution of commodity food items to the Department's increasing number of facilities statewide. Also impacting this unit now and in the future is the development and implementation of the new SAM II system.

Information Systems coordinates, manages and operates all data processing activity in the Department. Centralized computers and workstations, in conjunction with a statewide telecommunications network, serve more than 9,000 employee users at 75 locations. The Department's offender databases are integrated with other state agencies' information to comprise a criminal justice support capability throughout the state. During FY98, the Department combined the inmate and offender databases of the Division of Adult Institutions and Probation and Parole to form a new system, OP11. OP11 is now in-line. Further refinements of the OP11 system continue. This section will be actively involved in enabling the Department to manage its offender population by working to ensure that information needed is accessible, accurate and timely.

During FY99 the Department completed a two-year project to automate all Probation and Parole offices. Over 1,700 workstations and 54 local networks and servers were installed in support of the Department's capabilities to manage offenders assigned to supervision in Missouri communities.

Constituent Advocacy Office is responsible for providing ongoing assessment of departmental actions relating to equal opportunity, affirmative action and diversity. The primary focus is to develop and implement strategies to address and remedy root causes of systemic problems in the area of diversity issues. The Advocacy Office will ensure services rendered to constituents, employees, victims, offender and general public are provided without regard to race, gender, color, religion, national origin, age, or disability. The office will work in conjunction with staff in the Division of Human Services, Office of General Counsel, Office of Constituent Services, and Office of Inspector General to eradicate negative issues and behavior within our organization. The office will work to ensure respectful environments relative to diversity, equal opportunity, and humane treatment for all constituents.

2002 Strategic Plan Workbook

Missouri State Government Strategic Planning Terminology

Vision	Description of the ideal future state. A vision inspires action and implies that what is done now can influence and change the future for the better.
Mission	A statement of the agency's purpose and reason for being. Mission statements answer these questions: 1. Why does the agency exist? 2. What function does the agency perform? 3. For whom does the agency perform the function? 4. How does the agency fill this function?
Values	The principles of the organization - - what it stands for and believes.
Issues, strategic	What are the most significant challenges and opportunities facing the agency? Opportunities, problems, factors, trends, etc., that have overarching significance to the citizens of the state of Missouri and the department. Internal or external challenges to the organization's vision, mission, mandates, policies, way of doing business, or culture.
Goal	In what direction does the agency want to move to address the strategic issue? Generalized, directional statement of how the agency will address any given strategic issue (i.e., to improve, protect, enhance, strengthen). Goals are qualitative and usually not quantified; may or may not be achievable.
Outcomes	What are the results or benefits for the public? The desired results to be achieved and the impact or public benefits of programs.

Outcome Measures

How will success be measured? Quantifiable information that indicates the degree to which an agency is achieving its desired outcomes during the planning period. Outcome measures are measures of effectiveness or progress.

Objectives

How much will be accomplished? Concise statements (e.g., to increase, maintain, decrease, provide) of what will be accomplished (specificity), how much will be accomplished (quantity), when it will be completed (deadline) and by which organizational unit (responsibility). Objectives are an operational/program element of a desired outcome. Objectives should not be qualitative, general, or vague; they should be achievable.

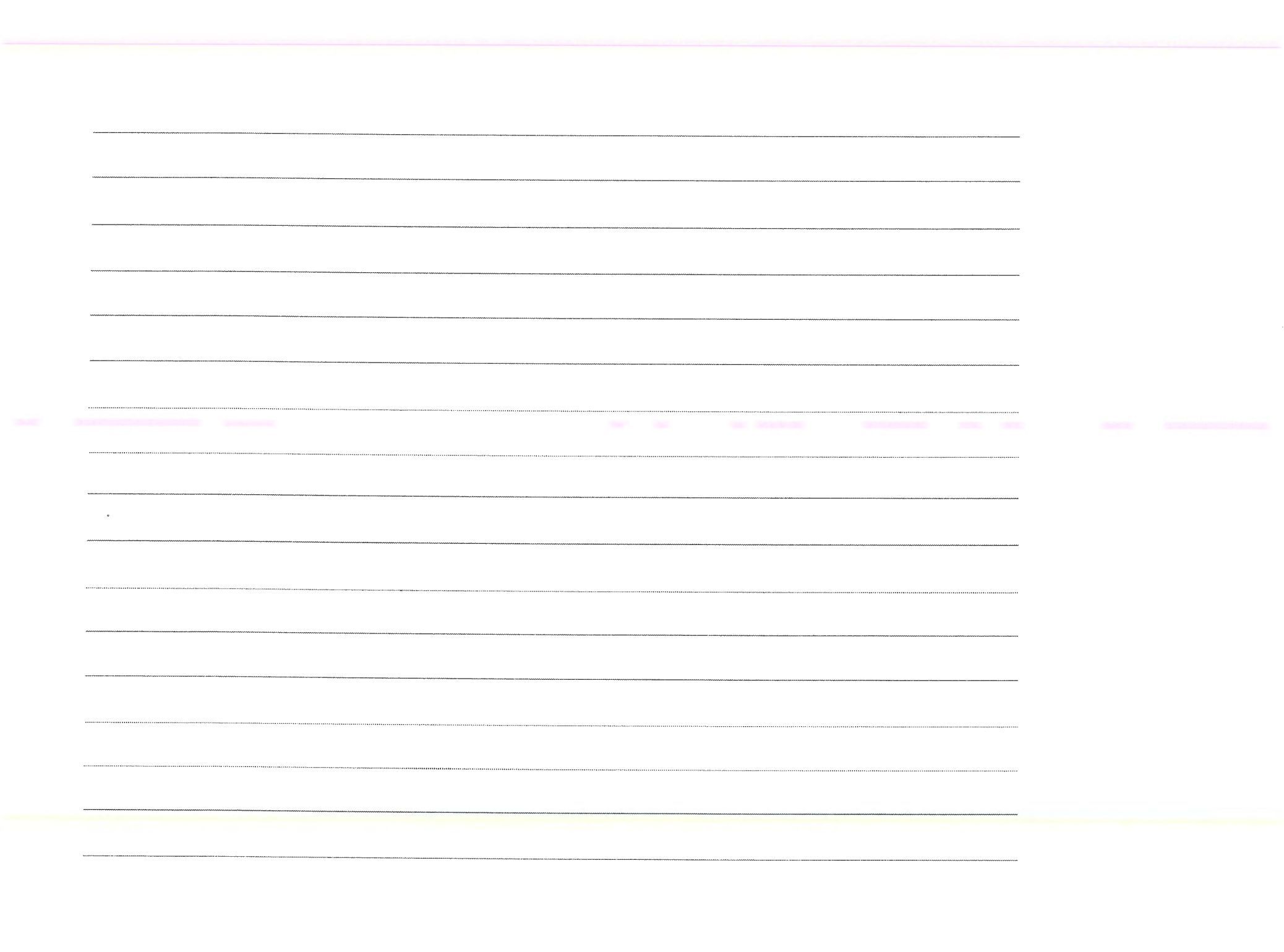
Objective Measures

How will progress toward objectives be measured? Quantifiable information that indicates the degree to which the agency is achieving objectives.

Strategies

What actions will be taken to accomplish the objective? Narrative statement(s) of an approach to achieve an objective. Actions needed to accomplish the objective.





~~XXXXXXXXXX~~

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ART CONTACTS
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